

# JSC managers to discuss agency strategic plans next month

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"With the control that you have, the money that you have and the activity that you have here, our future is in your hands," Dailey said. "It's how well you do it, how well you work with the other centers that are in support of your activities that are going to be the key to what we look like 10 or 15 years from now. You have all the capability you need to do it. We're going to provide you with all the support we possibly can from the rest of the agency."

Dailey presented a 20-minute video narrated by Walter Cronkite that was selected by the President's Management Council as a tool for educating new Cabinet-level appointees about the government's strategic management process. The principles discussed in the tape also were ratified by the U.S. Comptroller and the head of the Office of Personnel Management.

The video explained that several basic questions need to be answered in the planning process: What is our mission and why? What are our long-term goals and objectives? How should we involve our stakeholders, the people we work for and with, to determine these goals and objectives? How

do we accomplish them? How do we define successful performance?

NASA responded with a plan that starts with a vision and a list of three key missions: "NASA is an investment in America's future. As explorers, pioneers and innovators, we boldly expand frontiers in air and space to inspire and serve America and to benefit the quality of life on Earth."

The key missions are to: "advance and communicate scientific knowledge and understanding; explore, use and enable development of space; and research, develop and transfer aerospace technologies."

Dailey urged all JSC employees to review the new Strategic Management Handbook and to understand how they, as individuals, fit into the agency's plans.

"If we don't understand what it is we're doing and how we're trying to get there, then we're not going to get there. It is important for us to understand the significance of this plan."

Wisniewski said that HEDS is just one of four major enterprises that make up the core of the NASA strategic framework. The others are the Mission to Planet Earth Enterprise, the Space Science Enterprise and the Aeronautics Enterprise.

He explained that both he and JSC Director George Abbey work for Wil Trafton in the Office of Space Flight, and that together they are supposed to worry about JSC's long-term future in terms of investments, assets, human assets, roles and responsibilities. Any employee should be able to look at the Strategic Management Handbook and figure out where their job fits in.

"We have a framework of goals, objectives and strategies," Wisniewski said. "Our goals are derived from the agency missions and goals. Our objectives are generally driven by program planning and formulation, and then we've got strategies that align our activities for our missions and customer needs."

"If you go to the HEDS strategic plan, you can find very easily relevance to individuals here at Johnson Space Center. My proposition to all of you is that, in general, every major technical organization at a center that works for HEDS can map its way back to the agency strategic plan."

The very same strategies should drive all center programs, which again are managed and supported by technical and support organizations so that they may implement the plan. Of the 30-40 strategies in the HEDS plan,

he said, at least 10 relate directly to JSC employees. How well those employees perform their jobs in support of the plan has a direct bearing on the future for everyone at JSC and NASA, Wisniewski said.

"HEDS represents probably half of the agency's budget and we'd like to keep it that way," he said. "If we do it right, we will keep it that way. We need successful, effective and affordable programs. We're not going to have a new start beyond the space station if we are not successful in the space station and that's why you're all so critical—because the lead center responsibility for the space station and shuttle rests right here among you people."

Abbey has tentatively scheduled two additional all-hands meetings for March and April in which managers will flesh out the effects of the agency's plans on the work here at JSC.

The first will focus on future exploration initiatives—such as the X-38 and life on Mars investigations—and the activities, accomplishments, milestones and challenges they face. The second will be a "State of the Program" look at activities, accomplishments, milestones, and challenges expected in the coming year as they relate to the strategic plan.

## Secretaries host workshop

The Professional Secretaries International will host a Professional Development Workshop from 8 a.m.-1 p.m. March 15 at the Silver Moon Cafe at Space Center Houston.

The workshop is presented in observance of Women's History Month and attendees can earn two Certified Professional Secretaries recertification points at the workshop.

At 9 a.m. Jackalyn Rainosek of the Southwest Recovery Place will conduct a workshop. Lunch will feature Lorna Onizuka of the National Space Development Agency of Japan. She will discuss, "Dancing Backwards," a method of how to commit to further developing personal and professional lives.

Members of PSI may attend the workshop for \$60 and nonmembers for \$65. Deadline for registration is March 5. For more information call Elaine Kemp at x30556.

## Employees may view solar eclipse

The JSC Astronomical Society will host its 20th tour to observe the total eclipse of the sun on Feb. 26, 1998.

Observation will take place in three locations in the Caribbean, on the islands of Aruba and Curacao and at sea from the Norwegian Cruise Line ship *Windward*.

The eclipse will be the longest for the rest of this century with the sun being eclipsed for three and a half minutes.

The five night air/ground tour to either Aruba or Curacao is priced at \$1,300 and leaves from Miami. The seven night cruise starts and returns to San Juan, Puerto Rico and is priced at \$1,200. Prices for both trips do not include airfare from Houston but coordinators are working on a special pricing at this time. For details call George Weller at 480-1988 or Paul Maley at x40208.

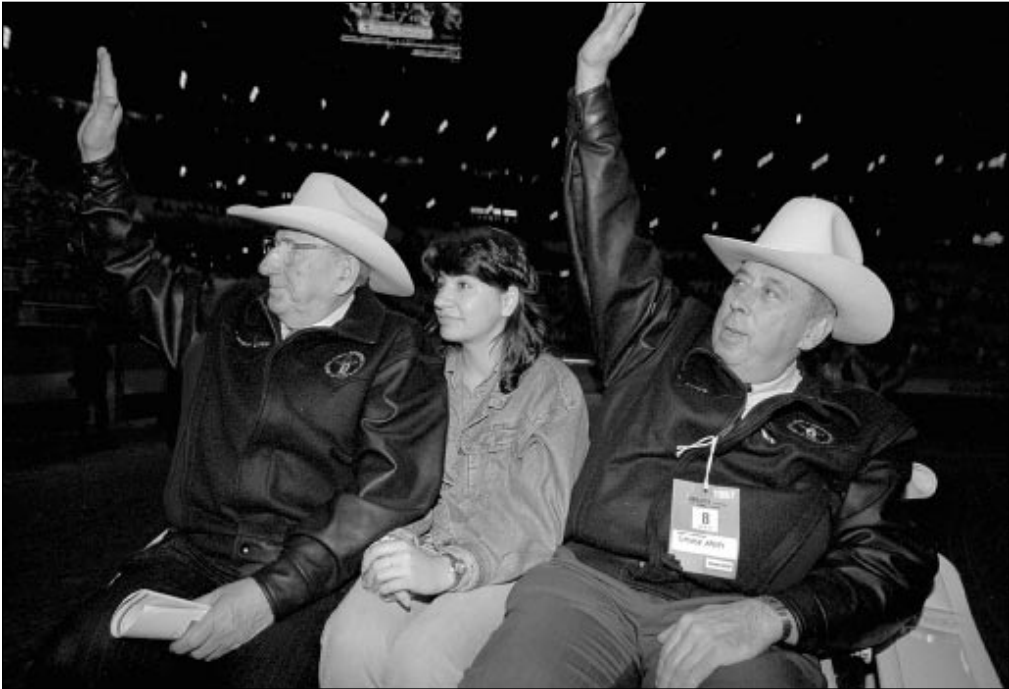
## Preparations under way for STS-84 in May

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Russian station and drop off astronaut Mike Foale to begin the fifth U.S. stay on Mir.

This week, the left orbital maneuvering system pod was installed on *Atlantis*, and, in the VAB, stacking of the STS-84 solid rockets is under way. The main engines are scheduled to be installed in *Atlantis* next week.

*Discovery* is now in the Bay 2 processing facility, and the payload bay doors were opened Thursday. Technicians will begin removing the STS-82 cargo from the bay next week, and removal of the main engines is planned to begin March 24.



JSC Photo S97-02650 by Benny Benavides

**RODEO WELCOME**—From left, Russian Space Agency Academician Vladimir Utkin, a TechTrans International interpreter and JSC Director George Abbey receive a welcome from the Houston Livestock Show and Rodeo crowd during the Grand Entry parade last week at the Astrodome. The Grand Entry parade is conducted every night before the rodeo and features dignitaries from around the world.

## Crew ‘absolutely astounded’ by team work on telescope

Bowersox says space walks ground work for station

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there, how are stars born, how do they mature. When you see those questions being answered, I want everyone that contributed to this mission to feel a part of that understanding."

Bowersox said the mission was a success because the crew worked so well with the team on the ground.

"I was proud to watch my guys work out there in the payload bay," he said. "We have to wait four or eight weeks to find out how successfully the mission was. We did our job, but there are a lot of other things that have to go right for the telescope to do everything it is supposed to do."

"It is important to remember that we were doing something more than servicing the best telescope in the universe. We were learning how to live and work in space. It is the same thing we will be doing on the space station and every time we send people into orbit, we are laying the ground work for the future, for kids like mine and their children to some day go out of Earth orbit and move to places and touch those things that we can only see with instruments like Hubble," Bowersox said.

Lee and Smith said they knew of the hours it took to train, write procedures and build the hardware and they appreciated the time and effort.

"This is the kind of mission an astronaut dreams about because it's a challenging project and you have a lot of team work, patience and persistence," Lee said. "All over the country there are people who took part in this project and made it successful. I am really proud to have been a part of it."

"I want to congratulate everyone who worked on this mission," Smith said, "It takes a huge team of people to work on something like this. We were blessed enough to be your eyes,

ears and hands to work on this national asset. The Hubble Space Telescope really has a magic to it, not only its physical beauty but also in the information that it returns."

Harbaugh was "absolutely astounded" at his crew mates.

"I have never seen the kind of talent, capability, focus and energy that these guys brought to this mission," he said. "The challenge that was continuously presented to us in flight was met not only onboard and during the EVA's but by the folks on the ground. There was nothing we couldn't handle. We had a plan for everything. There is no way to cut short preparations for a mission like this. I think that lesson probably needs to be carried forward to station and the third HST mission."

Tanner and Horowitz reflected on how they will never forget the experience of STS-82.

"Any time you get assigned to a space flight you have expectations," Tanner said. "From start to finish this flight was one of the greatest experiences of my life."

"I think for me that moment came when I appreciated all the hard work everyone did when we had the small problems and I got to play with the tools on the middeck and build a couple of makeshift parts for these guys to go out and install on the telescope," Horowitz said. "It occurred to me at that time, com got really quite for awhile and we were talking among ourselves about whether we should call you. You could almost hear you guys working down here. We know everyone was scrambling and working like crazy."

"Within a period of one EVA you folks had come up with a plan, figured out with the limited resources we had on board, what we could do and how we could fabricate the parts these guys needed to service the telescope the next day. You should all give yourselves a big hand," Horowitz said.

## Colleagues praise JSC forecasters

The National Weather Service Spaceflight Meteorology Group at JSC has earned a prestigious American Meteorological Society award for "pushing the limits" of forecasting for space shuttle missions.

The AMS Special Award, presented Feb. 5 at the annual AMS meeting in Long Beach, Calif., honored the SMG for "pushing the limits of mesoscale weather forecasts in support of NASA's Space Shuttle missions for more than 15 years."

Current SMG staff members honored are Wayne Baggett, Dan Bellue, Frank Brody, Tim Garner, Krissy Grote, Cara Heist, Mark Keehn, Richard Lafosse, Tim Oram, Doris Rotzoll, Steve Sokol and Monica Sowell.

SMG supports the Mission Control Center with precise, site-specific shuttle landing weather forecasts and briefings. Weather support begins pre-launch for abort landing sites, and continues through landing with forecasts for end-of-mission landing decisions. SMG also provides weather training for flight directors, flight controllers and astronauts; serves as meteorological consultants to JSC and the space shuttle program; and provides local weather advisories to JSC facility managers and emergency managers.

## Earth Science teams receive recognition

Earth Science Branch Chief Kamlesh Lulla recently presented honors to a number of team members for their work in the Space and Life Sciences Directorate.

"Going Extra Mile (GEM)" Awards were presented to Earth Science Team members Cindy Evans, Joe Caruana, Clyde Sapp and Don Frank.

JSC Certificate of Achievement Awards went to Robert Scharf, Jim Dragg, Teresa Morris and Ranjit Bhaskar.

The entire Image Science and Analysis team earned a Group Achievement Award for its support to space shuttle missions.

In addition, Lockheed Martin Lightning Awards were presented to contractors Brad Rundquist, Cyde Sapp and James Heydorn.

## Fun run set for Saturday

The third annual Information Systems Contract Fun Run is set for 7:30 a.m. Saturday at the Gilruth Center.

The "Run for the House" will benefit the Bay Area Habitat for Humanity and features a 5K run walk for adults and a 1K run walk for children. Trophies will be awarded to winners. Food will be donated by Carrabbas.

Entry fee is \$18 for adults and \$10 for children. Individuals interested in participating may call Brenda Sanzone at 480-0257 for registration information.

## Smith brings USA management skills

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officer of Lockheed Martin's information and services sector.

Smith has years of management experience and is well known for his support of continuous process improvement concepts.

Smith becomes the second CEO of the newly formed USA, a joint venture of Lockheed Martin and Rockwell. Black became the first CEO in November 1995 and has been instrumental in forming the new company and finalizing the terms of USA's Space Flight Operations Contract with NASA.